

## Determining Core Services Worksheet

How to do it:

1. Inventory the services you deliver to your customers.
  - ❑ What services do you deliver to your customers?
    - Use a brain storming technique to help identify all of those services.
2. Determine whether each service listed is a Service or an Activity.

A service generally has a customer and a deliverable or result. If it does not, then it is most likely an activity.

An activity contributes to a deliverable but doesn't have deliverables of its own.

For each service listed in step #1 answer the following questions:

- ❑ Does the service have a customer?
- ❑ Does the service have a deliverable?

3. Determine the level where each service belongs.

There are three factors that will help you determine whether or not a service listed is actually a *core service*:

- ❑ Who needs or uses the performance information and for what purpose?
  - If you would want to report about this to Council then it is most likely a *service group* or a *core service*.
  - If you would report on or use it internally then it is either an *operational service* or an *activity*.
- ❑ Frequency of decisions or reporting?
  - ❑ How often do you need information from performance measurements to make decisions?
  - ❑ How long will it take for changes to show up in the performance measurements?
    - Rules of thumb are for a *service group* every 12 months or more; *core service* every 3-12 months; *operational service* monthly or weekly; *activity* weekly or daily.
- ❑ Does the service pass the Accountability/Patience Test?
  - ❑ Is the appropriate level of information available to those accountable for the service and to those who make decisions

that affect the service? Do users need or want to know the details?

4. Fine tuning your *Core Services*.

- ❑ How many core services should we have?
  - Streets and Traffic and Parks, Rec. and Neighborhood Services (two large departments) have defined about 25 *core services* each.
  - It is okay, of course, to have fewer *core services*. (e.g. 4-25)
- ❑ Why do you provide each *core service*?
  - If two or more services have the same reason then you may be able to combine them.
- ❑ Is the title or description of the service understandable to your customers?
  - If the customer cannot determine if your service is likely to address their need or want then you may need to rephrase it.